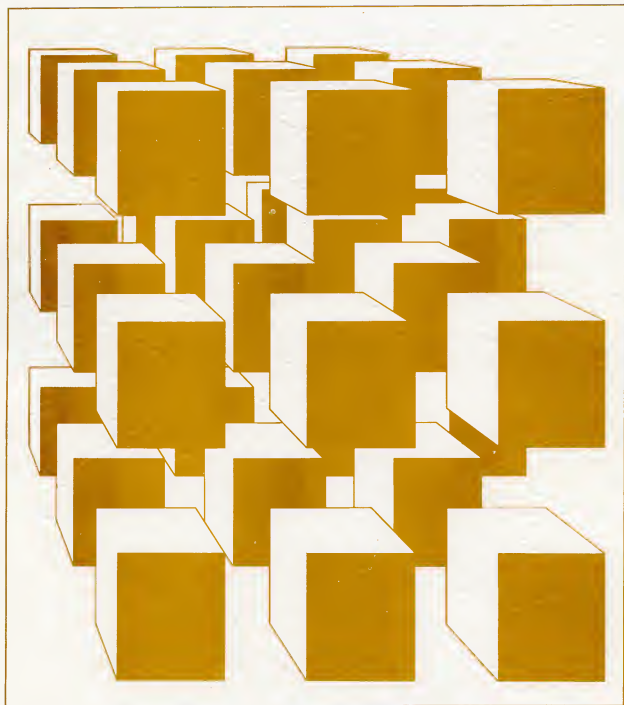


[91-33/124 (1) 1013]

# MULTI-YEAR PLAN '84

## PART 1



George Brown



The City College

**THE GEORGE BROWN COLLEGE  
OF  
APPLIED ARTS AND TECHNOLOGY**

**MULTI-YEAR PLAN '84  
PART 1  
COLLEGE OBJECTIVES  
APRIL 1984**

**BRUCE BONE  
CHAIRMAN, BOARD OF GOVERNORS**

**D.E. LIGHT  
PRESIDENT**

**THE GEORGE BROWN COLLEGE  
OF APPLIED ARTS AND TECHNOLOGY**

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1984**

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May 15, 1984

Mr. Norman Williams  
Chairman  
Council of Regents  
for Colleges of Applied Arts & Technology  
10th Floor, Mowat Block  
Queen's Park  
Toronto, Ontario  
M7A 1L2

**RE: MYP 84 - GEORGE BROWN COLLEGE**

Dear Norm,

I am pleased to submit our MYP 84 on behalf of the Board of Governors of George Brown College. As you will note from our report, we have been successful in achieving most of the objectives initiated previously for 1983-84.

The fiscal year 1984 poses significant problems for George Brown in that our revenue is expected to increase by less than 2% compared to the previous year. This is a reflection of major reductions in the activity levels for apprenticeship and National Training Act programs. Unfortunately, there is a high probability that we will experience similar decreases in 1985 and 1986. The potential of lay-offs of staff is all too apparent.

It is our intention to continue to emphasize growth in our post-secondary program to compensate for the reductions previously cited. In particular, we expect increased enrolment in our business programs and other service areas. Enrolment in our technical programs will, at best, be maintained at their current level.

Please be assured of our continued co-operation.

Yours truly,

BRUCE BONE  
CHAIRMAN  
BOARD OF GOVERNORS

OFFICE OF THE PRESIDENT

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## MULTI-YEAR PLAN '84

### SYNOPSIS

The College needs more students to ensure financial stability into the foreseeable future. The plan for 1984/85 describes ways and means of achieving growth while attempting to reduce costs. We plan to increase our student population without a corresponding increase in staff. We will emphasize program and course development to meet changing societal needs. The College will investigate ways to provide post-secondary students with a base of skills broad enough to enable them to cope with changing technologies. Staff development programs will continue to bolster the College's tradition of excellence.

### THE YEAR IN REVIEW

We have completed a year marked by disturbing economic news. Strategies designed to improve productivity while increasing effectiveness were unsuccessful. Despite our best attempt to decrease student cost per hour - which should have been possible with increased enrolment - expenses increased due to our attitude towards job security and inflationary costs of educational materials.

Over the course of 1983/84, the College reported expenditures of \$65.3 million with expected revenues of \$65.9 million. This should yield a surplus of \$635,000 which increases the year-end Operating Fund Balance to \$2.1 million. Of this amount, \$500,000 has been appropriated for new equipment purchases planned for 1984/85.

Results were most encouraging in our attempts to improve organizational effectiveness. Our targets for professional development were achieved, with increasing enthusiasm in computer applications.

Increased emphasis on research and development provided five divisions with training capabilities on the leading-edge of technology. The development of special programs allowed more people with basic level education to benefit from college training.

Enrolment growth resulted from a conscientious effort to expand the post-secondary programs and reduce student attrition. Improved selection and counselling procedures contributed to the overall enrolment increase of three percent.

The year could have ended on a more encouraging note, but, continued decreases in Federal spending on NTA training caused delays in many planned developments.

### ECONOMIC REALITY

The College is faced with an unexpected reduction of up to one million dollars in support from the ministry for apprenticeship programs. The reduction results from a decline in the number of registered apprentices in the Province. To offset this reduction the college will take steps to restrain or eliminate expenditures in such areas as: equipment purchase out of operating funds, renovations, and part-time employees. Attempts will also be made to increase the number of fee paying students to replace those lost from the apprenticeship programs. Considering the impact of declining revenue, the College has selected to avoid lay-offs of regular employees during 1984/85.

### NEW DIRECTIONS

We are working on tomorrow's educational systems today. Many of the decisions made during 1984 will influence the quality of our services and the employability of graduates in 1985 and beyond. Can we imagine what type of training will be required for the new jobs that will emerge in the years ahead?

An interesting task during the year will be to increase class size while maintaining levels of excellence. This will be accomplished by using a variety of educational strategies including: self-learning packages, and computer assisted instruction.

We look forward to increasing the number of preparatory programs to attract more students to college level training. The College will respond to the special needs of our community by catering programs to selected groups of people (e.g. unemployed youth). These needs represent opportunities for development of new educational services which could extend beyond the limits of our current facilities.

Program modification will be considered in the context of social change. Existing post-secondary programs will be examined with a view of restructuring or merging with new programs. Part-time courses will be offered for credit to cater to a wider audience. This will allow those in full-time employment the benefit of college training for career advancement or change.

Faculty will expand computer applications as an instructional technique. This will be facilitated by the availability of new "user friendly" systems. Increased emphasis on management efficiency will be supported by the use of increased modules from the Higher Education Management Institute.

In summary, George Brown College will continue to play a significant role in the development of new education aligned with the future needs of the labour market - a goal selected to benefit all members of our extensive community.

\* \* \* \* \*



## COLLEGE MISSION STATEMENT

All educational institutions are finding it necessary to examine their missions and adjust their goals to serve the changing needs of society. The environmental conditions within which George Brown College must operate in the eighties dictate the need for an expanded role in its educational services. In the past the College's focus was on vocational training; today the College has to meet additional demands for expanding knowledge in science, engineering, health, and business management. There is also an increasing need to prepare graduates to cope with rapid changes in technology. To this end, the Board of Governors of the College has modified its mission to:

**"Provide high quality education and training in Technology, Applied Arts, Business and Health Sciences, within a flexible learning environment, for adults who wish to find meaningful work and self fulfillment in a changing society."**

This mission provides the college community with an expanding horizon of educational opportunities. Opportunities to take full advantage of recent developments in communication technologies to reach wider audiences of students than ever before.

The Challenges and Objectives for 1984/85 have been identified within the context of our mission and will be implemented with the knowledge that the College is providing the best services possible with its limited resources.

## ENVIRONMENT

### THE ECONOMY

Mounting evidence indicates that a substantial and pervasive slowdown occurred in the Canadian economy during the latter months of 1983. The Canadian G.N.P. is expected to grow by only 2 percent in the fourth quarter of 1983, following the 6-8 percent surge experienced during the preceding three quarters of the year. In contrast, the United States economy continues to be characterized by broad-based expansion.<sup>1</sup>

Recent employment trends provide telling evidence of the weakening trend in Canadian growth. In the six months to January 1984, while the United States employment was increasing at 4-5 percent, employment in Canada grew only at 1 percent. Employment in construction plummeted, reflecting continued weakness in business capital spending and housing activity.<sup>2</sup>

In both the United States and Canada the trend towards growth in the small business sector is clear. Most new jobs are expected to be created in this sector in both countries.

### FEDERAL POLICIES

Federal policies during the past year have shown an increasing interest in addressing the training needs of special (or target) groups in the population, for example Unemployed Youth. The effects of changing Federal Policies have been to reduce the funding of some N.T.A. programs in the College. (It is anticipated that certain apprenticeship programs will be funded at much lower levels in 1985 than they were in 1983.) The recent decline in activity in the Construction Industry has led to a decline in student enrolments in related programs and courses.

Federal Policies are also causing training funds to be directed to the private business sector and to voluntary agencies which are invited to develop innovative programs for target groups.

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1. Scotiabank, Business and Finance Report February 20, 1984  
2. Economic Outlook 1984, Scotiabank January 1984

## EDUCATION IN ONTARIO

The Ministry of Education is changing the curricula in the Schools of Ontario and the Colleges are playing an important consultative role in the process. Significant changes in the Secondary School Graduation Diploma is causing Colleges to re-examine the entrance requirements for most of their programs.

Declining school enrolment will continue to have an impact on College enrolments.<sup>1</sup> Closer liaison between Colleges and Secondary Schools are expected to cause an increase in the participation rates of high school graduates in College programs.

Increasing emphasis on "High-Tech" programs by Federal and Provincial Governments will cause curricula changes in many programs. The availability of low-cost powerful micro-computers will cause the development of new and innovative learning environments, and colleges will become increasingly concerned with introducing "High-Tech" concepts to adults through Continuing Education Courses.

The College is being encouraged to increase its cooperative educational activities with local school boards, other colleges, and local business and industry.

Colleges will continue to work with the Provincial government to develop retraining programs for groups of workers whose employment opportunities are limited by the obsolescence of their skills.

## THE COLLEGE ENVIRONMENT

The number of students enrolled in full-time post-secondary programs has been increasing steadily: from 3500 in 1977/78 to 5600 in 1983/84. This trend is expected to continue and the College plans to enrol over 6000 students in 1984/85.

Enrolments in full-time programs supported under the National Training Act are difficult to project. However, in some programs the College ensures full classes by supplementing unfilled classes with fee-paying students.

A significant reduction in apprenticeship enrolment, which currently represents one tenth of all full-time College activity, is expected for 1984/85. We anticipate that enrolments in apprenticeship programs will decline to five percent of the total by 1986/87.

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1. "Declining School Enrolments" Dr. R.W.B. Jackson May 1978

TABLE A-1  
ACTUAL AND PROJECTED FALL ENROLMENT  
AT GEORGE BROWN COLLEGE  
POST-SECONDARY PROGRAMMES

1984.02.29

DIVISION	AUDITED 1982/83	PREAUDIT 1983/84	PROJECTED 1984/85	DIFFERENCE			
				83	- 84	- 85	
Architectural	596	600	629	4	1%	29	5%
Business	886	1,119	1,502	233	26%	383	34%
Community Services	418	523	563	105	25%	40	8%
Electro-Mechanical	616	620	607	4	1%	-13	-2%
Fashion	315	336	379	21	7%	43	13%
Graphic Arts	479	610	697	131	27%	87	14%
Health Sciences	1,179	1,166	1,261	-13	-1%	95	8%
Hospitality	481	517	495	36	7%	-22	-4%
Math & Science	109	93	137	-16	-15%	44	47%
Performing Arts	69	62	63	-7	-10%	1	2%
COLLEGE TOTAL	5,148	5,646	6,333	498	10%	687	12%

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #1

**Improve College productivity by evaluating programs and services to improve, renew or replace those not meeting accepted criteria.**

The College planned to improve its productivity by two percent during the fiscal year using cost-per-student-hour as the means of measurement. However, strategies designed to improve training efficiency were counteracted by strategies to decrease program costs. Consequently, hourly cost remained constant after discounting for inflation.

Models, designed to identify resource requirements, were developed and refined during the year. Considerable effort was exerted in redesigning the Student Contact Hour Model to provide greater flexibility to the budgeting process. A program evaluation model was developed and is currently in the testing phase. However, a new computer supported financial package to assist managers in improving cost controls will not be installed until June 1984.

Although unit costs did not decrease the college was able to increase its diversity of educational services and train more students than in the previous years.

### College Objective #2

**Improve organizational effectiveness by:**

- a) maximizing growth in professional excellence,
- b) encouraging participation in local decision making, and
- c) providing opportunities for staff to make full use of their talents and skills.

The objective focused on the need to improve operational effectiveness through the provision of training courses for all staff. During the year, more than twenty percent of College employees attended computer literacy courses and fifteen percent of the management group participated in workshops sponsored by the Higher Education Management Institute.

The professional staff attended seminars on "Human Rights" during the academic year. These seminars, organized by the Staff Development Office, were offered to all employees. The Student Councils' Association developed a Code of Student Rights and Responsibilities and distributed it to all full-time students of the College.

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #3

Increase emphasis on research and development throughout the College to ensure financial stability, modernization of service levels, creation of new opportunities, and provide a good financial return on public investment.

Research in the College was directed to areas where there were reasonable expectations for growth and urgent needs for strategic information. Economics were the prime determinant for management research. More than 60% of the effort<sup>1</sup> was directed to maintaining a balanced financial position. Educational research was concentrated in the area of computer assisted instruction. The acquisition of additional equipment in the CAD/CAM and Test Centres advanced high technology training and functional testing.

While allocations of operational funds to research and development remained relatively unchanged from the previous year, equipment donations and provincial grants provided a defence against obsolescence in critical areas. For example, the Business Division purchased an I.B.M. 4341 computer with 96 video display terminals, 16 disk drives, 2 magnetic tape drives and 1 high resolution printer. This equipment allowed more students to receive computer training in a highly competitive field. Unique opportunities to expose people to computers were developed in the liberal arts and social science areas. One example was the introduction of children from the Kensington Campus Day Care Centre to computers at Harbourfront.

The Ontario Hostelry Institute and the College engaged in a joint project to establish a new \$9 million facility on the St. James Campus. During the year the division established a hospitality library and expanded development of its computer simulation techniques through the introduction of a Hotel Reservation System.

Three major management information system projects were shelved due to saturation of main-site computer resources and changes in College priorities. However, the Automated Grade and Transcript Reporting project was completed. Also, two pilot projects were implemented; one, to determine the feasibility of tracking graduates, and the other, to evaluate programs.

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1 Measurement based on new system development (eg. SCH-Model)

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #4

Develop selection and counselling procedures to improve the matching of students' abilities and interests with college programs and employment opportunities.

The College revised its policy and practices on Student Selection. Changes in interviewing and testing procedures were initiated by the Architectural, Business, Fashion, Graphic Arts, and Health Sciences Divisions. Guidelines for "exit counselling" were provided to all faculty in the expectation of improved retention rates. The net result of these measures was a 5% improvement in retention rates. New freshman intakes in Post-Secondary programs (during February 1984) are expected to maintain the total College enrolment at an all-time high.

### College Objective #5

Develop preparatory college programs to:

- a) accommodate people displaced by automation, and
- b) assist people with basic level education in pursuing college level training.

Several new programs were developed to assist people with basic level education to benefit from College training. For example, 75 students completed a pre-commercial Business program and the Community Services department developed an introductory program for women to enter non-traditional occupations.

During the year, the College was asked to provide an Ontario Employee Assistance Program for laid off workers. This successful project was a co-operative effort by the Industrial Training Division, Humber College and the Manpower Assistance Committee (MAC). Over seven hundred employees of four large industries (Domtar, Gendron, Silverwood's Dairies, Canada Packers) participated in the project. The activity included job search, educational background testing, and recommendations for further education and new skills development.



## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #6

#### **Increase enrolment by:**

- a) **filling existing vacancies in all programs**
- b) **introducing new non-semestered programs**
- c) **expanding post-secondary business enrolment**

The acquisition of new Skills Growth funds and the concentrated effort to fill vacancies in Adult Training programs succeeded in achieving the three percent target for real growth in enrolment. Most new growth occurred in Post-Secondary programs with a reported increase of 11.5 percent by mid-term (November 1, 1983). The Business Division increased its freshman enrolment by 296 students which is within the planned growth range.

The College planned to achieve a ten percent growth in the continuing education area. By the end of March 1984, a six percent increase was reported by the Continuing Education Division. New marketing strategies prepared for summer 1984 are expected to improve the net growth in part-time students by an additional two percent.

The introduction of five non-semestered programs offset anticipated losses in Adult Training activity. A 52-week Business Accounting program, scheduled to start during the month of March, is expected to bring full-time College enrolment up to 9,500 students.



# REVIEW OF 1983/84 OBJECTIVES

## DETAILED STATUS REPORT

### College Objective #1

Improve College productivity by evaluating programs and services to improve, renew or replace those not meeting accepted criteria.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
PROGRAM	Two programs were evaluated for cost effectiveness 1. Drywall and Acoustics, Lathers 2. Glazier and Metal Mechanics	ARCH.
PROGRAM	A new methodology has been established to evaluate programs in the English and Liberal Studies Division.	ESL
PROGRAM	A long-range plan was developed by the Fashion Division (completion expected in Fall, 1984).	FASH.
PROGRAM	A review of the curriculum of Printing Technology was started in March 1983.	G. ARTS
PROGRAM	The evaluation of the Expanded Duties Dental Hygiene program is in progress (results expected by April 30, 1984).	H. SCI.
PROGRAM	A program evaluation system based on cost effectiveness will be initiated during the year.	R & P
PROGRAM	The Staff Development office prepared draft proposals for international projects, a more sophisticated marking system, and a program evaluation system.	STAFF D.
PROGRAM	An option to the Watchmaker program (2-year Clock Repairing) has been developed and submitted to the Ontario Council of Regents.	FASH.
PROGRAM	The Business division adopted a lecture/tutorial method for teaching some subjects, improve the quality of instruction, and reduce the cost of instruction.	BUSI.

**College Objective #1**

**Improve College productivity by evaluating programs and services to improve, renew or replace those not meeting accepted criteria.**

<b><u>FUNCTION</u></b>	<b><u>ACCOMPLISHMENT</u></b>	<b><u>AREA</u></b>
<b>PROGRAM</b>	The Business division modified its Secretarial Arts programs to include courses in computer literacy. Micro computer training was increased in Business Administration programs. Three new commercial studies programs were also developed.	<b>BUSI.</b>
<b>PROGRAM</b>	The Community Worker program has been expanded to both a full-time and part-time format. Three new modules were introduced to provide graduates with a wider range of potential employment.	<b>COMM. S.</b>
<b>SPACE</b>	Increased the Ceramics Lab to accommodate 18 students. Increased average teaching section size by 1.25%. The combination of larger teaching spaces and bigger section sizes allowed the fashion division to improve its revenue by 16%.	<b>FASH.</b>
<b>SPACE</b>	Renovations to the Nightingale Campus teaching space have allowed Community Services to offer lectures/presentations to large groups. For example, Introductory Psychology and Introductory Sociology were taught to a combined group of 86 students.	<b>COMM. S.</b>
<b>STUDENT</b>	Specialized computer equipment was purchased to expand the teaching capability of the CAD/CAM Centre.	<b>ARCH.</b>
<b>STUDENT</b>	Purchases of computer software and specialized faculty training allows the Fashion Division to offer "hands-on" experience to their students in the area of "Predetermined Time-Standard Systems".	<b>FASH.</b>
<b>STAFF</b>	Introduction of new office procedures enabled the OCAP office to reduce overtime, log fewer errors, and shorten waiting periods for interviews.	<b>IND. T.</b>
<b>STAFF</b>	Improvements to Brochures and Career Guides combined with the installation of additional telephone equipment enabled the Public Relations area to provide more effective service to potential students.	<b>CON. ED.</b>

College Objective #1

Improve College productivity by evaluating programs and services to improve, renew or replace those not meeting accepted criteria.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STAFF	An awards system was established to increase productivity in the Caretaking department.	CAMP.
STAFF	Studies were conducted to determine the necessity of expanding the computerized Employee Information System. The decision to limit the EIS system to existing scope and capability resulted from the study.	PERS'L.
STAFF	The Hospitality division reduced faculty contact hours to allow a 10% increase in professional development time. Within the professional development period, 14 faculty were able to complete the Computer Literacy programs.	HOSP.
FINANCE	To decrease the cost of consumable supplies in the housekeeping area, 30 handdriers were purchased and installed.	CAMP.
FINANCE	Control devices have reduced gas consumption at the Kensington Campus by approximately 15%.	PHY. R.
FINANCE	The Finance Department has developed a micro computer budgeting process which improves the information turnaround time for Institutional budgeting. Applications for program cost/revenue information will be developed.	FINA.

# REVIEW OF 1983/84 OBJECTIVES

## College Objective #2

Improve organizational effectiveness by:

- a) maximizing growth in professional excellence,
- b) encouraging participation in local decision making, and
- c) providing opportunities for staff to make full use of their talents and skills.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STUDENT	A national culinary competition was hosted by the College. Students from eight senior Canadian Food Training institutions participated.	HOSP.
SPACE	The relocation of heat treat equipment in the mechanical training areas (made possible by a BILD grant) expanded teaching facilities to accommodate 100 additional students.	E-M
SPACE	A grant from the Skills Growth Funds enabled new equipment to be installed in the welding training area. This has improved the class size from 18 to 21 students.	E-M
FINANCE	To reduce textbook costs and increase divisional income, four new manuals were published and eleven existing manuals were revised during the year. Three additional manuals are currently in development phases.	HOSP.
PROGRAM	A Public Relations Committee was established to promote the image of the Business Division.	BUSI.
STAFF	Workshops were held on Time Management, and Customer Relations for the staff of the Registration and Admissions department.	REGI.
STAFF	Seven staff from the Registrar's department attended management courses offered by other Colleges and Universities.	REGI.
STAFF	Three Workshops on Student and Human Rights were developed and offered to Administrative personnel. Additional workshops were developed specifically for faculty and support staff and will be presented during April.	S. DEV.

College Objective #2

Improve organizational effectiveness by:

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<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STAFF	Eight courses in Basic Computer Literacy involving 248 college members, and seven computer application courses involving 120 college members were offered during the year. To offer the application courses, eleven specialists from various areas of micro computing were engaged.	S. DEV.
STAFF	The Hospitality division was able to reduce its faculty contact hours to allow a 10% increase in professional development time.	HOSP.
STAFF	Eight faculty were retrained in computer and word processing and eight other faculty received professional development in special business subjects.	BUSI.
STAFF	The Electro-Mechanical division spent 22.6 thousand dollars to update technical faculty with the necessary skills to support high technology training.	E-M
STAFF	A staff member in the Fashion area obtained Master certification with the American Watchmakers Institute.	FASH.
STAFF	Twenty percent of the Graphic Design faculty were trained in Computer Graphics.	G. ART
STAFF	Faculty from the Printing Technology department attended two High Technology seminars during the year and 12% of the faculty attended the Computer Literacy course.	G. ART
STAFF	Twelve seminars were held during 1983/84 in conjunction with the Ontario Hospitality Trade Associations.	HOSP.
STAFF	Six professional development seminars were held by the Hospitality Division at no additional cost to the College.	HOSP.

College Objective #2

Improve organizational effectiveness by:

- a) maximizing growth in professional excellence,
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<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STAFF	Seminars on "Basic Student and Human Rights" were developed and offered to the Mathematics and Science staff.	M & S
STAFF	Staff organized management development seminars using the HEMI training system including: <ul style="list-style-type: none"> <li>- Orientation and Needs Analysis of 12 work groups,</li> <li>- training 20 facilitators to present HEMI modules, and</li> <li>- developing Action Plans for 5 work groups.</li> </ul>	S. DEV.
STAFF	Management Information sessions were offered by the Research and Planning department to the members of a computer steering committee in the College. These sessions relate to computer assisted decision making systems.	R & P
STAFF	The Health Sciences division acted as a pilot group for the HEMI project. Presently, four modules from this system are being selected for implementation during the next fiscal year.	H. SCI.
STAFF	The Community Services area is participating in the HEMI management training program.	COMM. S.
STAFF	A professional development calendar was developed in the Industrial Training area to encourage staff to use new information technology equipment.	IND. T.
STAFF	Forty percent of the staff in Computer Services attended the in-house staff Computer Literacy program. Additional professional development was provided to 15 people who participated in the Deltak job-related 4 day training sessions. Furthermore, 4 managers received 15 hours of management training.	COMP.

# REVIEW OF 1983/84 OBJECTIVES

## College Objective #3

Increase emphasis on research and development throughout the College to ensure financial stability, modernization of service levels, creation of new opportunities, and provide a good financial return on public investment.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STUDENT	A business computer software library was established. A computer consultant has been directly working with the Division to increase the marketability of graduates.	BUSI.
STUDENT	A Hospitality Resource Library was created with funding of \$5,000 for state-of-the-art books and literature.	HOSP.
STUDENT	Training with an up-to-date Hotel Reservation Systems was made possible by new initiative funds which were allocated for the purchase of computer hardware and software.	HOSP.
STUDENT	The OCAP department increased the number of individual Career Classifications and Job Search Techniques programs from 15,000 to 40,000.	IND. T.
STUDENT	A pilot study was conducted in the summer of 1983 to determine the feasibility of undertaking Longitudinal Studies of graduates of the College. Positive results of the study have prompted the College to carry out full scale studies commencing in 1984.	R & P
STUDENT	A mark-sense reader was purchased and installed in the Test Centre to improve the capability of the College to assess the functional levels of applicants and support test scoring functions.	REGI.
STUDENT	The automated Grade and Transcript project was completed in the spring of 1983. However, further development of the New Student Records System was curtailed due to changes in priorities and saturation of computer resources.	REGI.
FINANCE	The Graphic Arts division acquired, through donations, a Video Display Terminal and an Optical Character Recognition unit.	G. ARTS



College Objective #3

Increase emphasis on research and development throughout the College to ensure financial stability, modernization of service levels, creation of new opportunities, and provide a good financial return on public investment.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
FINANCE	The Finance department is completing purchase agreements to acquire computer hardware and software to automate accounting procedures and processes. The new system will be operational in the fall of 1984.	FINA.
FINANCE	Initial systems analysis was completed in January 1983 for the development of a new computerized fees reporting subsystem. However, the decision to alter the centralized accounting systems and saturation of computer resources contributed to the postponement of this project.	REGI.
PROGRAM	The acquisition of portable micro computers is providing the Mathematics and Science division with the means for developing High Tech seminars and courses.	M & S
PROGRAM	A training package has been developed to allow the use of low cost micro-computers for teaching introductory concepts related to computer aided drafting and design.	M & S
MANAGE	The College is one of three Ontario CAATs involved in a pilot project with the Ministry of Colleges and Universities to transfer apprenticeship data to and from the Colleges electronically. George Brown has made the most progress to date.	REGI.
SPACE	A feasibility study was conducted to determine the possible use of waste heat produced by equipment in the Stationary Power Plant Engineering program area. Results from the study led to a decision to shelve this idea due to the need for extremely high capital investment and a long 14-year pay-back period.	ARCH
SPACE	A long-term plan for the Hospitality Division has been developed around a planned new facility to be built, as a cooperative venture with the Ontario Hostelry Institute, on the St. James Campus.	HOSP.



# REVIEW OF 1983/84 OBJECTIVES

## College Objective #4

Develop selection and counselling procedures to improve the matching of students' abilities and interests with college programs and employment opportunities.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STUDENT	Attrition was reduced by 13% in Secretarial Arts programs through improvements in testing and interviewing procedures. Early Retirees from Industry are assisting in career counselling.	BUSI
STUDENT	Improved interview techniques and filling vacant NTA places with Fee Payers is helping the Fashion division to improve student retention.	FASH.
STUDENT	By extending applicant interviews and testing to two and three days, better student retention has been achieved in Graphic Design programs.	G. ARTS
STUDENT	Emphasis on graphics reproduction has improved employment opportunities for graduates of the Graphic Design programs.	G. ARTS
STUDENT	Changes were made to the Nursing and Dental Assisting entrance requirements including the development of a dental knowledge entrance test to improve retention rates.	H. SCI.
STUDENT	New selection procedures, developed with the assistance of the Test Centre, have been introduced to the Jewellery Arts program.	FASH.
STUDENT	Modification to aptitudinal testing mechanisms has allowed the Printing Technology area to increase freshman enrolment by 10.9%.	G. ARTS
STAFF	Special training for faculty in interview procedures and "exit counselling".	HOSP.
STAFF	Selection procedures are being revised and formal counselling sessions implemented in the Architectural Division.	ARCH

# REVIEW OF 1983/84 OBJECTIVES

## College Objective #5

Develop preparatory college programs to:

- a) accommodate people displaced by automation, and
- b) assist people with basic level education in pursuing college level training.

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
PROGRAM	Evening school offerings in the Business area were enhanced by employing recently retired staff from the private sector (approx. 10%) to teach up-to-date automated office techniques.	BUSI.
PROGRAM	The Hospitality Division "adopted" a high school (Westview Heights) and assisted in the design of new laboratories and curriculum as a method of facilitating access to college level training.	HOSP.
PROGRAM	A pre-commercial college preparatory program was established to support students who wish to follow a business career but lack the necessary prerequisites. Seventy-five students are expected to complete the program in the current fiscal year.	BUSI.
PROGRAM	The introduction of a pre-technology program has permitted the Graphic Arts division to assist people with a basic level education to enter Post-Secondary programs.	G. ARTS
PROGRAM	Proposals for two new programs were developed by the Community Services to help meet the needs of the unemployed. The programs are: BET - Basic Employment Training INTO - Introduction to Non Traditional Occupations for Women. N.T.A. training purchases in the two new programs are anticipated in the next fiscal year .	COMM. S

## REVIEW OF 1983/84 OBJECTIVES

### College Objective #6

Increase enrolment by:

- a) filling existing vacancies in all programs
- b) introducing new non-semestered programs
- c) expanding post-secondary business enrolment

<u>FUNCTION</u>	<u>ACCOMPLISHMENT</u>	<u>AREA</u>
STUDENT	An increase of 10% in evening attendance to the Graphic Design credit program and computer graphics training was achieved. However, constraints due to lack of equipment did not permit a further targeted 5% growth.	G. ARTS

### NOTE:

Activities designed to respond to the College Objective #1 also supported the projected enrolment increase. Please refer to pages 12-14 for further details.

## CHALLENGES 1984 - 89

We are in a stage of transition: we are moving rapidly from a society dominated by the industrial worker to one dominated by the clerical worker. A transition from a labour intensive manufacturing society to a capital intensive manufacturing society. A change from people working in large groups to people working in small groups. A new era for entrepreneurship is opening up for those who have the skills, and courage, to translate the newly emerging needs of society into new jobs for themselves and others. Most of these new jobs will appear in the service and information sectors.

The challenge for the College is to recognize the transition stage and begin to prepare graduates for the post-industrial era. It will be necessary for us to recognize that narrow vocational training may be self-defeating as an educational strategy. Students will have to learn coping skills as well as job skills. One of the main coping skills will be to develop a learning plan which will last a lifetime.

Micro-chip technology is causing changes in the ways we think about ourselves and our society. It is causing us to think about the College's learning environment. Within the next five years, we expect students to enter college with a greater computer literacy than the college graduates of today. The challenge for our teaching and administrative staff is obvious.

Striving for excellence, an important factor in coping with change, will be a primary consideration of the College. Carefully planned institutional strategies to control operating expenses could inadvertently compromise program quality. To maintain quality, more emphasis will be required on upgrading professional competency. Evidently, investing in quality means concentrating on college staff who will need to upgrade their professional skills. This will allow them to become effective users and communicators of the new technology. While enthusiasm may be contagious and easily transmitted, it may be insufficient to guarantee individual participation in professional development. An infusion of energy and appropriate timing will be necessary to maintain the College's momentum towards excellence. Professional development will open up new horizons. However, the real challenge is to help all staff to develop a vision of the future with a sense of purpose and direction.

## COLLEGE OBJECTIVES 1984/85

### COLLEGE OBJECTIVE #1:

#### INCREASE ENROLMENT:

- a) exploring new ways of serving people being displaced by technology.
- b) increasing College programming in advanced technology areas and related service occupations.
- c) maintaining growth in College programs which have been and continue to be highly successful in providing employment opportunities.
- d) increasing the enrolment of women in selected programs.
- e) exploring new markets for our professional services (local, national and international).
- f) advancing our use of new educational delivery systems.

Enrolment growth, essential for maintaining the College's financial stability, will be maintained at a rate of 1 to 2 percentage points in excess of Provincial forecasts in grant program areas. This growth will be of a "controlled" (unevenly spread) nature to meet critical skills requirements, as well as social priorities and community needs.

This will have a twofold implication for the College. The College will increase its offerings related to new science and technology, and will explore ways of providing displaced individuals with competitive skills.

Enrolment increases will be encouraged in areas with high placement statistics. In addition, efforts will continue in recruiting women, specifically for the non-traditional programs.

We shall venture into extended professional services locally, nationally and internationally. Improved market strategies will increase part-time enrolments while responding to community needs. Enrolment increase will also be achieved through less labour intensive and more video media training.

Finally, growth will be effected through increased efforts to improve retention rates and evaluating the effectiveness of programs.

#### **COLLEGE OBJECTIVE #2:**

**Improve organizational effectiveness by developing plans for retraining staff to upgrade or advance individual skills and potential and to maintain appropriate professional competency.**

On the basis of current projections of the College's student population, plans are to maintain "the same number of employees over the year" while attempting to improve effectiveness levels. To this end, the College will develop additional activities related to retraining or upgrading staff to improve or maintain professional competency. The College will provide professional development plans to enhance managerial skills and ensure wide-spreading computer literacy.

#### **COLLEGE OBJECTIVE #3:**

**Improve College productivity by evaluating and further developing all programs and services to ensure financial stability, modernization of service levels and creation of new opportunities. This should include the promotion of (College-oriented) entrepreneurship in both students and staff.**

The College plans to improve its productivity "by an average of 1 to 3 percent annually." The optimization of programs and services will be emphasized with the development of improved financial reporting systems as a top priority. Program evaluation will be used to determine the most effective allocation of human resources. New Capital funding will be sought to update instructional equipment and to purchase state-of-the-art equipment for the projected new programs.

#### **COLLEGE OBJECTIVE #4:**

**Enhance the adaptability of our graduates for future career changes through the inclusion of a judiciously selected and clearly defined general education component in Post-Secondary Programs.**

Graduates may wish to change career paths contingent on a variety of factors such as market demands, displacement, or new employment opportunities created by new technology. This would imply providing undergraduates with flexibility and adaptability for potential changes. The College will, therefore, examine each post-secondary program and determine the extent to which the general education component should be included. Lectures and workshops can be designed to provide graduates with knowledge of management and coping skills, recreation, contemporary art and philosophy aligned with changes in society.

**IMPLEMENTATION PLAN  
COLLEGE OBJECTIVES 1984/85**

**COLLEGE OBJECTIVE #1**

**INCREASE ENROLMENT:**

- a) exploring new ways of serving people being displaced by technology.
- b) increasing College programming in advanced technology areas and related service occupations.
- c) maintaining growth in College programs which have been and continue to be highly successful in providing employment opportunities.
- d) increasing the enrolment of women in selected programs.
- e) exploring new markets for our professional services (local, national and international).
- f) advancing our use of new educational delivery systems.

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
STDN. 01	Equipment will be acquired to allow 30 additional students into the Health Care Aide program.	HEALTH S.
STDN. 02	A study will be conducted to determine the feasibility of increasing enrolment by 32 additional students in the 'Activation Coordinator Program'.	HEALTH S.
STDN. 03	Efforts will be made to enhance the non-academic environment to encourage the enrolment and retention of women students.	A.A.A.C.
STDN. 04	An <b>action plan</b> will be developed to serve people displaced by technology.	CON. ED.
STDN. 05	A new continuing education site will be established in a high profile area of our community.	CON. ED.
STDN. 06	Improve access to business computer facilities on evenings and weekends for special students (e.g. handicapped, single parent).	BUSINESS



COLLEGE OBJECTIVE #1

INCREASE ENROLMENT

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON-</u> <u>SIBILITY</u>
STDN. 07	The acquisition of additional instructional equipment is expected to improve enrolment retention in Orthotics/Prosthetics programs by allowing more individualized hands-on training.	HEALTH S.
STDN. 08	The Support Services for the Handicapped department will develop career counselling strategies with feeder schools' guidance personnel to encourage women to enter selected programs (non-traditional area) in the College.	HANDICAP
STDN. 09	A special event related to 'Women in Foodservice' will be conducted as a means of encouraging women to extend their career options in the hospitality industry.	HOSPITALITY
STDN. 10	Unemployed people who are not job-ready will be encouraged to take courses at the College or other suitable institutions.	IND. TRAIN.
STDN. 11	A proposal will be prepared to recommend changing the age limit from 24 years to 29 years in the OCAP training area. This is designed to better reflect the moving age range of our ageing society.	IND. TRAIN.
PROG. 01	New support skills courses will be integrated into existing programs (e.g. Apparel Management Information System).	FASHION
PROG. 02	A new post diploma program 'Rehabilitation Counsellor (Mental Health)' will be developed for implementation in the Fall of 1984.	HEALTH S.
PROG. 03	In cooperation with Centennial College, a new part-time program "Management Skills for Community Services Personnel" will be developed.	HEALTH S.



COLLEGE OBJECTIVE #1

INCREASE ENROLMENT

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
	The Health Sciences Division will develop 4 new post diploma program proposals during 1984/85	
PROG. 04	<ul style="list-style-type: none"> <li>- Advanced Psychiatric Nursing</li> <li>- Advanced Medical Duty Nursing</li> <li>- Advanced Pediatric Nursing</li> <li>- Prenatal Nursing; Maternal Fetal</li> </ul>	HEALTH S.
PROG. 05	A new pre-Community Services full-time program will be developed to assist applicants who wish to enter post-secondary level studies.	HEALTH S.
PROG. 06	Perform a feasibility study to improve Computer Managed training systems.	ELECTRO-MECH.
PROG. 07	Study and develop Individual Learning packages related to CAD/CAM and Robotics in conjunction with Control Data Canada.	ELS ELECTRO-MECH
PROG. 08	<p>Explore introduction of new programs in</p> <ul style="list-style-type: none"> <li>- Welding and Metal Fabrication</li> <li>- ESL Teacher Training</li> </ul>	ELECTRO-MECH ELS
PROG. 09	<p>Undertake feasibility studies to determine the need for the following</p> <ul style="list-style-type: none"> <li>- Precision Fabrication Technician Program</li> <li>- Computer Aided Drafting day/evening courses</li> <li>- 3-year Physical Distribution</li> <li>- 3-year Office System Administration</li> </ul>	ARCHITECTURE BUSINESS
PROG. 10	Develop pilot program to offer regular full-time diploma business programs through home study and part-time in-school training.	BUSINESS
PROG. 11	<p>Offer new programs in:</p> <ul style="list-style-type: none"> <li>- Retail Management</li> <li>- Small Business Administration</li> <li>- Junior Analyst (computers)</li> </ul>	BUSINESS

# COLLEGE OBJECTIVE #1

## INCREASE ENROLMENT

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
	Offer new courses related to: <ul style="list-style-type: none"> <li>- micro-computers to Business students not majoring in computer programming</li> <li>- full and part-time Marketing</li> <li>- outreach courses to people in the business community</li> <li>- Ontario Management Development Programs</li> <li>- accelerated computer literacy</li> <li>- communications and social sciences</li> </ul>	BUSINESS  ELS IND. TRAIN.
PROG. 12	driver training offered on consecutive Saturdays	
PROG. 13	Offer courses in computer literacy to the unemployed, under employed, and people facing layoffs because of technological change.	MATH & SCIENCE
INFO. 01	Increase the publicity for French courses offered by the College.	ELS
INFO. 02	Develop a College marketing plan for 1984/85 supported by statistical information obtained from attitude surveys and increased contact with professional associations.	MARKETING ELECTRO-MECH.
INFO. 03	Promote opportunities for women in non-traditional program areas through the development of a promotional package.	CON ED. ELECTRO-MECH.
INFO. 04	Evaluate, acquire, catalogue, and lend computer-aided learning materials to staff to develop new educational delivery systems.	STAFF DEV.
INFO. 05	Improve the quality, cost effectiveness, and distribution of all College publications to represent the College's corporate image.	MARKETING

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**IMPLEMENTATION PLAN  
COLLEGE OBJECTIVES 1984/85**

**COLLEGE OBJECTIVE #2:**

**Improve organizational effectiveness by developing plans for retraining staff to upgrade or advance individual skills and potential and to maintain appropriate professional competency.**

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
<b>STDN. 12</b>	Accelerate information processing related to registration, attendance, and grade recording by introducing new equipment.	<b>REGISTRAR</b>
<b>STAFF 01</b>	Faculty and support staff will be encouraged to participate in College courses to upgrade their knowledge of conventional information processing systems.	<b>STUD. SERV. DIR. CAMPUSES BUSINESS</b>
<b>STAFF 02</b>	Cooperative staff development activity will bring together teaching and service areas to share areas of common interest (e.g. public relations).	<b>CON. ED.</b>
<b>STAFF 03</b>	Attendance to special programs, external professional seminars and visits to industrial or professional sites will be encouraged to upgrade knowledge of critical skills and current employment practices.	<b>IND. TRAIN HOSPITALITY ELECTRO-MECH. FASHION</b>
<b>STAFF 04</b>	Selected faculty will receive in-house upgrading in: <ul style="list-style-type: none"><li>- CAD/CAM systems,</li><li>- business computer applications,</li><li>- computer graphics and Videotex, and</li><li>- knowledge of "modern production methods, analysis and work measurement".</li></ul>	<b>ELECTRO-MECH FASHION GRAPHIC ARTS ELS</b>
<b>STAFF 05</b>	Staff will be encouraged to attend the in-house French courses and to participate in the six-week intensive immersion program in La Pocatiere.	<b>ELS</b>

**COLLEGE OBJECTIVE #2:**

Improve organizational effectiveness by developing plans for retraining staff to upgrade or advance individual skills and potential and to maintain appropriate professional competency.

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
STAFF 06	Provide developmental opportunities for staff to improve their effectiveness in assisting people with learning disabilities.	HANDICAP
STAFF 07	Committees of faculty and administrators will be involved in the design of new programs and planning for the required educational resources to support these programs.	IND. TRAIN HOSP.
STAFF 08	Women staff members will be encouraged to take short term assignments in management positions as well as attending management training courses.	MATH & SCI.
STAFF 09	A study of the distribution of men and women who apply for College positions and are interviewed/hired will be conducted by the A.A.A. Committee.	A.A.A.C.
STAFF 10	A feasibility study will be conducted to determine the possibility of developing a viable skills inventory of College staff.	PERSONNEL
STAFF 11	Special video equipment will be acquired to increase the effectiveness of demonstration sessions designed around staff development activity.	REGISTRAR
STAFF 12	Improved skills in information management, presentation and demonstration will be sought by staff in service departments.	R & P

**IMPLEMENTATION PLAN  
COLLEGE OBJECTIVES 1984/85**

**COLLEGE OBJECTIVE #3:**

Improve College productivity by evaluating and further developing all programs and services to ensure financial stability, modernization of service levels and creation of new opportunities. This should include the promotion of (College-oriented) entrepreneurship in both students and staff.

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
STDN. 13	Integrating and clustering physically handicapped students to allow for enrolment growth and optimal use of resources will be tried.	HANDICAP
FINA. 01	Cost benefit analysis will be conducted by the Campus Administration to evaluate and implement inventory control systems for supplies, office and teaching space.	CAMPUS D.
FINA. 02	Equipment, which will interface with computerized systems, will be purchased to control income while providing emergency backup for potential computer system failures. These stand-alone units will also simplify the reconciliation of bank deposits.	REGISTRAR
FINA. 03	Management effectiveness will be improved through the continued investigation, development and implementation of automated office systems.	STUD. SERV. R & P REGISTRAR
FINA. 04	Attempts will be made to find adequate funds to replace educational micro-computers which are worn out by over use.	MATH & SCI.
FINA. 05	Consideration will be given to making direct bank deposits of employees' pay to reduce overhead costs.	PERSONNEL
FINA. 06	A revised fee structure for services provided by students as part of their training will be implemented during the 1984/85 fiscal year.	FASHION

**COLLEGE OBJECTIVE #3:**

Improve College productivity by evaluating and further developing all programs and services to ensure financial stability, modernization of service levels and creation of new opportunities. This should include the promotion of (College-oriented) entrepreneurship in both students and staff.

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON- SIBILITY</u>
FINA. 07	Students will increase program income by creating new apparel for in-house sales.	FASHION
FINA. 08	A feasibility study will be made on the possibility of supplying educational materials (e.g. Towels, Uniforms, Aprons) to the College.	FASHION
INFO. 06	Continued development of the "New Student Records System" will allow the Registrar's Department to control clerical costs and improve reliability of the information.	REGISTRAR
INFO. 07	Maintenance of the "Old Student Records System" will concentrate on allowing updates to critical fields of data such as -- address changes.	REGISTRAR
INFO. 09	The leasing of multipurpose micro-computers will allow the Computer Services Department to experiment with 4th generation software to find ways of reducing applications development time.	COMPUTER
INFO. 10	Additional computer development of the administrative staff Hay position evaluation system will be attempted to increase reliability and decrease the cost of operation.	PERSONNEL
INFO. 11	A program of records management to control storage and access to all College records will be introduced in the spring of 1984. It is expected to reduce space requirements, equipment needs and increase efficiency in the disposal and retention of long term records.	LIBRARY

**COLLEGE OBJECTIVE #3:**

Improve College productivity by evaluating and further developing all programs and services to ensure financial stability, modernization of service levels and creation of new opportunities. This should include the promotion of (College-oriented) entrepreneurship in both students and staff.

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON-</u> <u>SIBILITY</u>
INFO. 12	A microprocessor will be purchased to improve the productivity and effectiveness of the Information Services department; to significantly improve the marketing ability of the Continuing Education and Marketing Division.	CON. ED.
PROG. 14	Two divisions will analyze and revise, where appropriate, their Continuing Education course outlines and develop new ones where applicable.	FASHION HOSPITALITY
PROG. 15	There will be increased marketing and delivery of Provincial and Federal funded training initiatives in the business and industrial sector of the Community.	IND. TRAIN.

**IMPLEMENTATION PLAN**  
**COLLEGE OBJECTIVES 1984/85**

**COLLEGE OBJECTIVE #4:**

Enhance the adaptability of our graduates for future career changes through the inclusion of a judiciously selected and clearly defined general education component in Post-Secondary Programs.

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPON-</u> <u>SIBILITY</u>
INFO. 12	Liaison with graduates will allow the College to determine the effectiveness of its training and to identify graduates' needs for additional skills.	R & P IND. TRAIN.
PROG. 16	Post-Secondary programs will be reviewed to determine the viability of offering an extended range of electives including "the development of coping and entrepreneurial skills".	ARCHITECTURE BUSINESS
PROG. 17	A study of general education will be conducted to determine the most appropriate format for comprehensive College programming and to design new activity "sensitive to the human dimension".	ELS COLLEGE
PROG. 18	Courses with emphasis on Communication will be designed to meet the needs of new technologies (eg. graphic communications, numerical modelling, ergonomics).	HANDICAP GRAPHIC ARTS
PROG. 19	The extent to which new literacy -- learning how to learn -- can be integrated into college programs, will be researched during the year.	COLLEGE